

**U.S. ARMY INSTALLATION MANAGEMENT COMMAND (IMCOM)
DEVELOPMENTAL ASSIGNMENTS PROGRAM (DAP) PILOT STUDY
GUIDANCE**

1. Purpose: This document serves as guidance for implementing the IMCOM DAP pilot study. The purpose of the pilot study is to assess various aspects of the program and make appropriate adjustments prior to full implementation. The guidance provides detailed description of all actions and interrelationships required to ensure the DAP is a success.

2. Program Description:

a. The DAP is designed to support functional and leadership training, which is one of the essential pillars of the overall IMCOM Workforce Development Program. The DAP is based on a systematic plan requiring developmental assignments through various functional areas for a period of three to six months. To support the full utilization of our workforce in achieving IMCOM's strategic goals, the program can result in a pool of individuals who are better prepared for broader roles pertinent to IMCOM's success. The program will improve organizational performance by building and retaining a skilled and effective workforce, while enhancing individual capabilities. The DAP will support organizational development activities leading to better ways of delivering services, improving work performance, and increasing the value of employee contributions to current and future IMCOM missions.

b. The DAP consists of two complimentary approaches. The *first approach* (Approach A) focuses on developmental assignments that correspond both to the needs of the participant and demands of the host organization. Employees may apply for specific developmental assignments under Approach A. The second approach (Approach B) focuses on developmental assignments proposed by management and tailored to specific employees. Management systematically identifies an employee that demonstrates a genuine need and ability for a strategically selected developmental assignment for personal development and career progression.

c. Both approaches are competitive and all developmental assignments require recommendation by the supervisory chain of command, the DAP rating panel, and approval by the Deputy Commanding General (DCG).

3. Benefits

a. Participants

(1) Develop a broader perspective in his/her function or an alternate functional area

(2) Strengthen skills and competencies

(3) Rapidly diversify abilities and experiences through real-time work and learning.

(4) Gain an understanding of the administrative/decision-making process of other jurisdictions

b. Participating organization

(1) Provide expanded opportunities for development to its employees

(2) Obtain better trained, multifunctional and responsive employees

(3) Gain employees who possess a comprehensive agency perspective and enhanced leadership skills

(4) Retain employees with expanded working contacts and resources, all for the benefit of professional and organizational achievement

4. Eligibility: The DAP is open to all civilian appropriated fund, non-appropriated fund grade levels NF-3 to NF-6, and local national IMCOM employees who meet the requirements listed in the DAP announcement.

5. Objectives: The objectives of the DAP are to:

a. Enhance employee flexibility by strengthening the experience of employees to prepare them for higher responsibilities

b. Develop pentathletes

c. Improve organizational communication and performance

d. Provide employees with an alternative work experience that allows for ongoing experiential learning.

e. Provide employees from participating organizations work in different environments

f. Provide an avenue for the exchange of ideas and sharing of experience

g. Encourage new cooperative approaches to problem-solving in and between participating organizations

6. Program Execution: The general process for the DAP is as follows:

a. A memorandum signed by the Deputy Commanding General (DCG) of IMCOM is forwarded to Regions, Army Environmental Command (AEC), Family and Morale, Welfare, Recreation Command (FMWRC) and Headquarters (HQ) to solicit potential opportunities for developmental assignments. Regions, AEC, FMWRC, and HQ are asked to submit at least two developmental assignments to IMCOM Human Resources (HR) Division, Workforce Development Branch. HQ Staff Principals, Commanders, Region Directors, and Managers are responsible for identifying developmental assignment opportunities within their regions. Once identified, developmental assignments are electronically submitted to the e-mail address identified in the announcement. The developmental assignment opportunity will include the nature of the position, job title, period of assignment, location of position, grade/band level and series of position, name of a mentor assigned to assist participant, POC at Region/Garrison/HQ, learning objectives of developmental assignments, key tasks to be performed, projected funding requirements, and union approval, if necessary. For Approach B, the name of the candidate management recommends should be included, in addition to the above information. Please note that developmental assignment opportunities are announced yearly; however, developmental assignments can become available anytime during the fiscal year, and many positions may be filled during the life of the annual announcement, if funding is available.

b. The DAP opportunity announcements submitted will be released to IMCOM, AEC, and FMWRC civilian workforce by HQ IMCOM Workforce Development Branch, advertising the developmental assignments available through mass e-mail distribution, correspondences (i.e., IMCOM World Newsletter, HR Newsletter, Bi-weekly submissions), and the DAP website <http://www.imcom.army.mil/site/hr/workforce.asp>. Applicants should apply for developmental assignments and electronically submit their packets, to include a letter of endorsement through their chain of command and a brief statement (no more than 500 words) describing what the individual will bring to the developmental assignment, what the individual believes he/she can acquire from the developmental assignment, and how their parent organization may benefit from the developmental assignment. For Garrison applicants, submitted packets require 1st and 2nd line supervisor(s), Garrison and Region endorsement. For Region applicants, submitted packets require 1st and 2nd line supervisor(s) and Region endorsement. For HQ IMCOM, AEC and FMWRC applicants, submitted packets require 1st and 2nd line supervisor and Chief of Staff endorsement. To obtain a DAP Applicant Checklist Sheet, send an e-mail to the DAP program manager and put **DAP Applicant Checklist Sheet** in the subject heading. The checklist guides applicants in completing and assembling the necessary documents for the DAP packets.

c. Selection Process: The Chief, HQ IMCOM Workforce Development will review the submitted electronic application packages for eligibility. Once eligibility and

compliance with the announcement is confirmed, the application package will be turned over to a designated review panel for selection recommendations.

(1) For both approaches, a rating panel will review and recommend DAP participants for selection. The panel's selection recommendations will be presented to the DCG for final approval.

(2) The DAP rating panel will review the applications and provide their recommendation to the Deputy Commanding General of IMCOM. The DCG of IMCOM has the final approval. The panel will consider the following as part of the selection process:

- (a) Background experience of the participant
- (b) Developmental needs and expectations of the participant
- (c) Grade/band level and series of the participant
- (d) Needs of the host organization
- (e) The ability of the participant to be developed

d. Notification of DAP Selections and Non-Selections. The DAP participants who are selected or non-selected will be notified by HQ IMCOM Workforce Development Branch upon approval of the DAP panel's recommendations and the DCG's final approval.

e. Placement Process. The length and type of assignment may vary based on organizational and/or individual needs. Assignments will not exceed six months. The host organization will complete an appropriate appraisal form (provided by the DAP program manager) with the employee within the first (30) days of assignment. To obtain the DAP Performance Plan Sheet, send an e-mail to the DAP program manager and put **DAP Performance Plan Sheet** in the subject heading.

7. Responsibilities

a. HQ IMCOM Workforce Development Branch is responsible for coordination and administration of the DAP. IMCOM may centrally fund the DAP. Developmental assignments with a duration of 30 calendar days or more located outside of the participant's parent organization (i.e., outside of the commuting area) includes travel and modified (55%) per diem locality rate, as stated in Department of Defense Civilian Personnel Joint Travel Regulations (JTR) Vol. II, (C 4530). Developmental assignments with a duration of less than 30 calendar days or more located outside of the participant's parent organization includes travel and standard per diem locality rate, as stated in the JTR Vol. II, Chapter 4, Part L.

(1) Central funding does not include rental cars and local transportation in and around training site. The host or parent organizations may use local funds to pay for these expenses.

(2) Centralized funds do not cover temporary promotions. Temporary promotions may be made non-competitively if developmental assignment is 120 days or less. If the temporary promotion extends beyond 120 days, competition is required. If an employee is considered for temporary promotion, he or she must meet all "Office of Personnel Management" qualification requirements. Should there be a need for temporary promotions during the DAP, the expense should be negotiated between the parent and host organizations.

b. *Parent organization.* Supervisors and managers are responsible for supporting employees involved with the program and identifying developmental assignment opportunities in their organization.

(1) Parent organizations will continue to fund the salary of their participants.

(2) Record of leave, time, and attendance are provided to the parent organization on a bi-weekly basis.

c. *Host organization.* Supervisors, managers, and mentors are responsible for helping participants gain insight of their tasks and objectives through guidance and support. They are to identify the participant's strong points as well as areas that need improvement in order to create a support structure which will enable the participant to succeed at the duties assigned during their assignment.

d. Participants are responsible for a personal commitment of their time and efforts to gain maximum benefit from the assignments given to them as part of DAP.

e. DAP should strive to match participant's skills and abilities to suit the host organization. The overall developmental assignment should contribute to the participant's development and to the parent organization.

9. Additional Program Elements

a. Participants on assignment remain the employees of their home organization. At the end of the assignment, the employee returns to his/her home organization. The employee will continue to receive a salary and benefits from his/her home organization.

b. There is no intention to promote candidates based solely on participating in the DAP. There is no guarantee of promotions when an individual is in the program or successfully completes the program.

c. For those developmental assignments involving central funding at the HQ IMCOM (Arlington, VA) level, a signed "DAP Agreement" is required if the assignment exceeds 30 days. This is to signify your commitment and completion of the developmental assignment. Please note that if a participant abandons the developmental assignment to which they are assigned before the developmental assignment is properly terminated, without just cause, this may reflect on the individual's performance appraisal. In addition, this may negatively affect future consideration of other programs offered by HQ IMCOM Workforce Development. To obtain the DAP Agreement, send an e-mail to the DAP program manager and put **Individual DAP Agreement** in the subject heading.

d. Employees can participate in the DAP once a year.

e. Candidates selected for an assignment requiring a TDY move will generally begin their assignment within 30 – 45 days after notification of approval and acceptance of the assignment.

(1) Home organizations' management officials may agree to delay reporting dates for mission-related reasons, or need to retain the employee for a reasonable period to provide continuity of operations until a replacement is identified or selected. The respective Staff Principals, Commanders, or Region Directors will be the final deciding official if the host and home organizations' management officials cannot reach agreement on a reporting date.

(2) Host organization management officials may approve exceptions to reporting dates for compassionate reasons, such as unforeseen circumstances.

f. Employees selected for an assignment not requiring TDY will generally begin their assignments within 14 – 28 days after notification of approval and acceptance of the assignment.

g. Host organizations will provide performance evaluations at the mid-point of assignment (varies with the length of the assignment) and at the end of the developmental assignment.

10. Program Completion: The developmental assignments are terminated at the specified time mentioned in the specific developmental assignment announcement Letter of Instructions (LOI) or upon completion of performance objectives. Successful completion is documented when the host supervisor completes the participant's final developmental performance evaluation and provides an official copy to the DAP program manager, home supervisor, and

participant. The home supervisor is responsible for forwarding a copy of the developmental performance evaluation to the participant's appropriate HR Office. It is the participant's responsibility to make sure a copy of the developmental performance evaluation is added to their personnel record.

a. Upon completion of the assignment period, DAP participants will return to their official position of record prior to the developmental assignment.

(1) Successful completion of the DAP entails achievement of goals identified in the developmental assignment and appraisal form.

(2) Parent organization is required to continue employee development upon employee's return through continuous learning and increased levels of responsibility. Continuation of employee development will enhance the employee's skills, and continue to support IMCOM's goal to develop a multifunctional workforce.

b. Developmental assignments may conclude early if the host supervisor believes the objectives of the assignment are completed earlier than expected. In this case, the host supervisor must submit a request for early termination of the developmental assignment in writing to the DAP program manager.

c. Situations may arise that will necessitate termination of a developmental assignment. Terminations do not result in successful completion of the assignment. To request termination the participant must contact the host supervisor and/or home supervisor. The host supervisor or home supervisor may submit a written request to the DAP program manager. The DAP program manager will review and forward the request to HQ IMCOM Chief of Staff, who will render a decision as to whether termination may be granted. Through the Workforce Development Branch Chief, the DAP program manager will forward the decision to the participant, host supervisor, and home supervisor.

d. Participants may request temporary withdrawal from the program for accentuating circumstances beyond the participant's control. The participant must notify their host supervisor and their supervisor at their parent organization, who will approve or deny the request. Once approved, the supervisor at the parent organization must notify the DAP Program Manager.

11. Program Evaluation. Feedback from the participants, their immediate supervisors, and all others involved in the program will be valuable tools for program evaluation. Lessons learned from the local panel review process will be utilized to identify problems and generate solutions to improve the selection and placement process. HQ IMCOM Workforce Development Branch will use surveys, feedback from employees, point of contacts (POCs), participating

organizations, and lessons learned to determine the efficacy of the DAP and to make changes as needed.

a. Mid-Point Assessment. An assessment via teleconference and/or through a survey will be completed by the participant and the host supervisor at mid-point of assignment. HQ IMCOM Workforce Development requires the supervisor to furnish information such as the developmental progress, issues, concerns, and lessons learned. The host supervisor will survey performance progress and will address any impediments encountered to achieving performance goals during the assessment. In addition, the DAP participant will do an assessment of their experiences.

b. Exit Survey. The host organization and DAP participant will complete an exit survey at the end of the assignment. HQ IMCOM Workforce Development Branch will use feedback to:

(1) Evaluate and assess changes that are helpful to improve the DAP.

(2) Analyze the value of DAP to the participant, participating organizations, and IMCOM.

(3) Decide whether the DAP should be revised and/or expanded.

c. Follow-up Survey. Three (3) months following the developmental assignment, the participant and their parent organization will complete a follow-up survey. The survey will provide insight on whether the participant and their parent organization have identified the benefits of the DAP.

d. The DAP program manager will conduct an in-depth evaluation of the DAP six months after initial implementation, and at the end of each DAP cycle, and provide feedback to IMCOM's senior leaders. The evaluations will include assessment of employee participation and whether the program objectives are being met, whether the program is being administered and managed in compliance with applicable laws, rules, and regulations, and how the program aligns with IMCOM's human capital initiatives that are outlined in the Human Capital Planning process.

e. Based on evaluation results, and other supplementary information, HQ IMCOM Workforce Development will provide reports on the current state of the program to the Deputy Commanding General and Executive Director of IMCOM, and make recommendations regarding the future of the program.

12. Definition of Success: Successful completion of the DAP entails achievement of the goals identified in the participant's performance objectives over the

developmental assignment period and a certification of completion from the Chief, HQ IMCOM Workforce Development.